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Readiness

**HQ AIR INTELLIGENCE AGENCY
CONTINGENCY STAFF OPERATIONS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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Dumont)
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Certified by: HQ AIAIDOX
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This instruction implements AFRD 10-2, Readiness. It establishes overall procedures and processes for the operation of the HQ Air Intelligence Agency (AIA) Battle Staff (BS) and Crisis Action Team (CAT). It applies to all HQ AIA and major staff office personnel as needed during war, national emergencies, crisis situations, civil disturbances, periods of international tension, and disasters. The objective is to minimize the differences between contingency processes and peacetime processes and provide maximum support to all commanders-in-chief. This instruction is affected by the Privacy Act of 1974: 44 USC 3101. It does not apply to AIA-gained Air National Guard or Air Force Reserve units.

SUMMARY OF REVISIONS

This revision aligns the instruction with AFRD 10-2. It changes information formerly found in ESCR 55-23, *ESC Contingency Staff Operations*, and changes Electronic Security Command (ESC) to Air Intelligence Agency. It simplifies the responsibilities of the BS, CAT, readiness centers (RC), and support elements during contingency operations, and replaces former office symbols and names.

1. Purpose:

1.1. HQ AIA is responsible for providing timely, multisource, integrated intelligence support to operational commands and other United States interests worldwide. To accomplish this mission, HQ AIA conducts contingency staff operations as needed during war, national emergencies, crisis situations, civil disturbances, periods of international tension, and disasters. The HQ AIA contingency staff is that portion of the key staff designed to provide the commander with the capability for rapid and efficient transition from peacetime staff operations to contingency operations. The CAT is the focal point for HQ AIA support to and participation in the National Command Authority/ Joint Chiefs of Staff (NCA/JCS) Crisis Action System (CAS) and the HQ United States Air Force Contingency Support Staff (CSS).

2. Composition:

2.1. Contingency staff operations consist of the BS and CAT, with support provided by RCs (Logistics (LG); Plans and Requirements (XR); Command, Control, Communications, and Computer Intelligence (C4I) Systems (SC); and Personnel (DP)); the Plans and Readiness Branch (HQ AIA/DOXX); the Air Force Information Warfare Center/ Operations Support Central (AFIWC/OSC); the San Antonio Air Logistics Center, Cryptographic Management Directorate (SA-ALC/LT); and other headquarters functions as required. Each designated directorate or major staff office will ensure 24-hour coverage for crisis management.

2.1.1. HQ AIA Battle Staff:

2.1.1.1. The BS consists of specified members of the HQ AIA senior staff (see attachment 1) and is chaired by the AIA Commander (CC). If the commander is unavailable, the Vice Commander (CV) or the Director of Operations (DO) will act as the BS Director. When the DO is the BS Director, the operations position on the BS will be filled by another DO representative.

2.1.1.2. The BS guides the CAT by dealing with the long-range, indepth issues that are time consuming and add confusion to a CAT environment. When the CAT is activated, the BS meets as required to receive updates, discuss issues, and aid the CAT in prioritizing its response to the crisis.

2.1.2. HQ AIA Crisis Action Team:

2.1.2.1. Attachment 2 lists the staffing for the CAT. The situation and judgment of the CAT Director, in consultation with the BS Director, ultimately determine the staffing of the CAT. Minimum staffing to meet contingency objectives is the goal. Normal staffing for the CAT will consist of three teams working 12-hour shifts to provide 24-hour operations. The CAT Director acts for the AIA Commander to ensure all necessary actions to support the situation are accomplished.

2.1.2.2. The CAT is activated to provide a single focal point for command and control of HQ AIA resources in support of an emergency or contingency situation. Activation occurs by direction of higher headquarters or the agency commander.

2.1.2.3. The CAT Director keeps the BS Director advised of any actions taken by the CAT. The final decision to deploy assets or implement plans rests with the BS Director.

2.1.2.4. The CAT is located in the AFIWC/OSC Special Projects briefing room.

2.1.2.5. CAT members must be knowledgeable and capable of keeping abreast of complex situations, anticipating potential requirements, providing advice, and directing tasks to enhance the agency's ability to meet requirements.

2.1.3. Readiness Centers. RC's will be activated at the direction of the BS or CAT.

3. Responsibilities. Contingency staff operations responsibilities are outlined as follows:

3.1. Staff offices with CAT responsibilities will:

3.1.1. Submit a letter to HQ AIA/DOX with names and telephone numbers (duty and home) of a primary for each position on each shift. Send this information quarterly (Mar, Jun, Sep, and Dec) or sooner if changes occur. **NOTE:** Letters are required each quarter even though no changes

occurred during the period. Keep changes to a minimum due to position familiarity and training requirements.

3.1.2. Ensure appropriately cleared personnel assigned to CAT positions can represent their organization for all contingencies. (Personnel require Top Secret (TS) clearances, with sensitive compartmented information (SCI), TK/G, and North Atlantic Treaty Organization (NATO) accesses.)

3.1.3. Assign information management (IM) personnel as tasked by HQ AIA/IM.

3.2. The CAT Director will:

3.2.1. Present required situation and shift-change briefings.

3.2.2. Manage the CAT by providing policy and direction and determining staffing levels as necessary.

3.2.3. Coordinate the activities of supporting RCs and other agencies to expedite the crisis action process.

3.2.4. Notify the BS Director immediately of significant events or message traffic requiring priority action.

3.2.5. Coordinate with HQ AIA/DOY-X to ensure that proper NCA/JCS CAS procedures are followed according to the Joint Operations Planning System (JOPS), Volume IV.

3.2.6. Release outgoing CAT messages.

3.2.7. Screen incoming messages, assign offices of primary responsibility (OPR) to messages requiring action or information, and establish suspense dates.

3.2.8. Monitor significant activities and the overall situation.

3.2.9. Determine when to deactivate the CAT in conjunction with the BS Director.

3.3. HQ AIA/IM will:

3.3.1. Submit a letter to HQ AIA/DOX with names and telephone numbers (duty and home) of the designated personnel to fill the CAT IM support staff. Send this information quarterly (Mar, Jun, Sep, and Dec) or sooner if changes occur. NOTE. Letters are required each quarter even though no changes occurred during the period. Keep changes to a minimum due to position familiarity and training requirements.

3.4. The AFIWC/OSC staff will:

3.4.1. Maintain current BS and CAT rosters, initiate recalls, or make notifications as required

3.4.2. Ensure the dissemination of JCS Warning Orders, Alert Orders, Execute Orders, and other CAS correspondence to appropriate units or staff organizations until the CAT is fully formed and can accomplish those functions independently.

3.4.3. Provide BS and CAT intelligence and informal updates as required.

3.4.4. Ensure adequate storage space for contingency plans and other classified material while the BS and CAT are activated.

3.4.5. Implement the CAT activation checklist when directed to activate the BS or CAT. This includes furnishing and prepositioning secure telephone unit (STU)-III telephones, connecting HQ AIA/DOXX provided computer, and identifying personnel to act as entry controllers.

3.5. HQ AIA/DOX will:

3.5.1. Develop generic CAT position books and provide guidance to functional areas who will compile their unique portion of the position books.

3.5.2. Provide training in the current CAT operating procedures for CAT members.

3.5.3. Manage CAT membership rosters and maintain currency.

4. Training:

4.1. HQ A X, as the manager of CAT operations, will ensure new members of the BS, CAT, and augmentation or contingency support teams are oriented regarding HQ AIA contingency procedures and the location of the OSC and its capabilities. Individual directorates or offices are responsible for specific training in directorate, office, and RC procedures.

5. Activation:

5.1. The decision to activate the CAT may be triggered by an alert message affecting agency resources, when directed by higher authority, or at the direction of the HQ AIA Commandeer or acting BS Director.

5.1.1. When the situation requires, the AFIWC/OSC duty controllers will notify the HQ AIA Command Section or HQ AIA/DO according to applicable checklist procedures. The person notified, after evaluating the situation, will identify which BS and CAT components must be recalled or placed on telephone standby status. Duty controllers will then notify appropriate individuals and inform them that they must report immediately or that they have been placed on telephone standby.

5.1.2. If the HQ AIA Command Section or HQ AIA/ DO directs the recall of the headquarters staff simultaneously with Battle Staff activation, the OSC duty controllers will comply with headquarters recall procedures.

5.1.3. When the BS and CAT components are recalled for duty, members must report to the OSC, unless otherwise directed.

5.1.3.1. If placed on telephone standby status, members must be able to respond within the specified on-call time. Members will keep the OSC controllers (telephone number 977-2191) informed of their location and provide a telephone number where they can be reached at all times.

JOHN S. GRAHAM, Colonel, USAF
Director of Operations

Attachment 1**BATTLE STAFF COMPOSITION****Table A1.1. Battle of Staff Composition.**

POSITION	MANNED BY
BS Director	CC, CV, or DO
Standing Members	Director of Operations (DO) Director of Personnel (DP) Director of Logistics (LG) Director of C4I Systems (SC) Chief of Security Office (SO)
Augmenting Members	Director of Plans and Requirements (XR) Director of Financial Management (FM) Chief of Information Management (IM) Director of Public Affairs (PA) Chaplain (HC) Director of Reserve Affairs (RE) Surgeon General (SG) Staff Judge Advocate (JA) Commander, AFIWC Commander, SA-ALC/LT Commander, 67th Intelligence Wing
Support Elements	AFIWC/OSC Flight CC and Crew CAT Readiness Centers

Attachment 2**CRISIS ACTION TEAM COMPOSITION****Table A2.1. Crisis Action Team Composition.**

POSITION	RECOMMENDED RANK	MANNED BY (Number Required)
Director	Colonel	DO (3)
Chief	Major or Lt Colonel	DO (3)
Executive Officer	First Lieutenant or Captain	SC (1), LG (1), XR (1)
Noncommissioned Officer in Charge of IM Staff	Technical or Master Sergeant	DO (1), LG (1), XR (1)
IM Support Staff	Senior Airman to Staff Sergeant	IM (2), SC (1)
DO	Master Sergeant to Captain	DO (3)
DP	Master Sergeant to Captain	DP (3)
SC	Master Sergeant to Captain	SC (3)
LG	Master Sergeant to Captain	LG (3)
SO	Master Sergeant to Captain	SO (3)
RE	Master Sergeant to Captain	RE (3)
SA-ALC/LT	Master Sergeant to Captain	SA-ALC/LTMM (3)
AFIWC	Master Sergeant to Captain	OSC (3)
67th IW	Master Sergeant to Captain	(3)
Support Elements: RCs and DOXX		

NOTES:

1. CAT members can be military or civilian of equivalent grade.
2. Shifts for all CAT personnel follow:

<u>Day Shift</u>	<u>Night Shift</u>
0600-1830	1800-0630